

Message Text

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INFO OCT-01 EA-07 ISO-00 EB-05 RSC-01 /014 R

66607

DRAFTED BY COM/BIC/OIM/TWELCH/CMP

APPROVED BY EA/EP-AGEBER

COM/BIC/ASTANFORD

STATE/RSWART-EB

STATE/WPIEZ-EA/J

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R 131441Z AUG 74

FM SECSTATE WASHDC

TO AMEMBASSY TOKYO

UNCLAS STATE 176443

E.O. 11652: N/A

TAGS: BEXP, JA

SUBJECT: JAPAN COUNTRY COMMERCIAL PROGRAM

REF: TOKYO 8133

EMBASSY COMMENTS ON CCP PROGRAM WELCOMED AND CAREFULLY CONSIDERED BY BOTH STATE AND COMMERCE. WITH REFERENCE TO THE QUESTIONS RAISED BY THE POST, THE FOLLOWING GUIDANCE, ADDITIONAL TO THAT RECEIVED DURING THE JUNE VISIT BY STATE AND COMMERCE OFFICERS, MAY BE HELPFUL:

A. POST COMMENTS ON TIMING PROBLEMS AND COORDINATION WITH BUDGET CYCLE WILL BE HELPFUL IN PLANNING FUTURE PROGRAMS. AT PRESENT, CCP'S WITH QUANTIFIED GOALS AND RESOURCES ARE BEING IMPLEMENTED FOR THE FIRST TIME IN ALL 37 PRIME TARGET COUNTRIES. MORE LEAD TIME IN SUBSEQUENT CCP'S WILL FACILITATE COORDINATION WITH BUDGET AND MANPOWER REQUIREMENT CYCLES AND, WHERE APPLICABLE, OIM TRADE EVENT SCHEDULING. COMPLETION AND IMPLEMENTATION OF THE FY 75 CCP CYCLE WILL PROVIDE THE NECESSARY EXPERIENCE WHICH WILL ENABLE IMPROVEMENTS, SELECTED FROM THOSE PROPOSED BY YOU AND BY OTHER EMBASSIES, TO BE INCORPORATED IN FUTURE CCP'S.

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B. WE APPRECIATE THAT AT THIS TIME THERE IS SOME INCONSISTENCY

BETWEEN ENDEAVOR TO INTEGRATE FULLY ECONOMIC AND COMMERCIAL FUNCTION WITHIN ECONOMIC/COMMERCIAL SECTIONS AND THE PREPARATION OF COMPREHENSIVE PROGRAM DEVELOPMENTS PERTAINING ONLY TO STATE/COMMERCE PROGRAMS. THIS TOPIC IS SUBJECT WHICH WE WILL WISH TO KEEP FOR FUTURE DEVELOPMENT. FOR PRESENT, HOWEVER, WE WOULD LIKE TO POINT OUT THAT DOCUMENTS ENCOMPASSING ALL ECONOMIC/COMMERCIAL ACTIVITIES DO NOT APPEAR DESIRABLE, AND THAT MANY EMBASSIES NOW HAVE INTEGRATED ECONOMIC/COMMERCIAL SECTIONS. THEREFORE, WE WOULD THINK THAT EMBASSY WOULD BE ABLE TO IDENTIFY OR ESTIMATE RESOURCES TO BE APPLIED TO COMMERCIAL PROGRAMS WITHOUT DOING DAMAGE TO WELCOME INTEGRATION OF ECONOMIC/COMMERCIAL FUNCTIONS.

C. THE CCP IS CONSIDERED PRIMARILY A MANAGEMENT DOCUMENT AND AS SUCH IS SETTING PRIORITIES WITH GOALS IN BOTH CAMPAIGN AND NON-CAMPAIGN ACTIVITIES. UNLESS RESOURCES (BOTH PERSONNEL AND FINANCIAL) TO CARRY OUT THE ACTIVITIES TO REACH THE GOALS ARE ANALYZED THE DOCUMENT IS NOT A VALID MANAGEMENT TOOL. THE POST ALREADY HAS REPORTED ON MOST OF ITS NON-CAMPAIGN WORKLOAD. WHILE THE FIRST FIGURES MAY NOT BE TOTALLY ACCURATE THEY CAN BE REFINED AS THE POST GAINS MORE EXPERIENCE THROUGH THE YEAR. THE CCP DOES REQUIRE THESE ESTIMATES OF TIME AND OTHER RESOURCE FOR CARRYING OUT THE LISTED ACTIVITIES BUT DOES NOT REQUIRE THAT RESOURCES BE DEFINED AS EITHER COMMERCIAL OR ECONOMIC.

D. THE MEASURING OF ACTIVITIES BY A QUANTIFIED GOAL IS A MAJOR POINT OF OMB'S "MANAGEMENT BY OBJECTIVE PROGRAM" AND ALSO THE CCP. ACTIVITIES IN THE CCP INVOLVING DIRECT PROMOTIONAL EVENTS HAVE ALREADY BEEN QUANTIFIED. IT IS OUR DESIRE EVENTUALLY FOR JAPAN ALSO TO HAVE QUANTIFIED GOALS FOR ALL CAMPAIGNS. THE EXPERIENCE GAINED FROM THIS INITIAL CCP SHOULD FACILITATE ACCOMPLISHING THIS IN FUTURE CCP'S.

E. POSTS' EVALUATION OF ITS FIGURE IN FIRST REVIEW SESSION WILL BE VALUABLE.

ACTION REQUESTED

THE POST IS REQUESTED TO REVIEW AND COMPLETE THE CCP INCLUDING THE QUANTIFICATION OF PERSONNEL AND FINANCIAL RESOURCES.
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THE DRAFT INCORPORATING THE REVISIONS PROPOSED DURING THE VISIT OF THE STATE AND COMMERCE REPRESENTATIVES IS BEING RETURNED TO THE EMBASSY TO ASSIST IN THIS PROCESS. THE EMBASSY'S PROPOSED COMPLETE DRAFT SHOULD BE RETURNED TO WASHINGTON BY THE END OF AUGUST UNDER COVER OF AN AIRGRAM EXPLAINING THE RATIONALE FOR RECOMMENDED MODIFICATIONS.
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Message Attributes

Automatic Decaptioning: X
Capture Date: 01 JAN 1994
Channel Indicators: n/a
Current Classification: UNCLASSIFIED
Concepts: n/a
Control Number: n/a
Copy: SINGLE
Draft Date: 13 AUG 1974
Decaption Date: 01 JAN 1960
Decaption Note:
Disposition Action: n/a
Disposition Approved on Date:
Disposition Authority: n/a
Disposition Case Number: n/a
Disposition Comment:
Disposition Date: 01 JAN 1960
Disposition Event:
Disposition History: n/a
Disposition Reason:
Disposition Remarks:
Document Number: 1974STATE176443
Document Source: CORE
Document Unique ID: 00
Drafter: BIC/OIM/TWELCH/CMP
Enclosure: n/a
Executive Order: N/A
Errors: N/A
Film Number: D740222-0188
From: STATE
Handling Restrictions: n/a
Image Path:
ISecure: 1
Legacy Key: link1974/newtext/t19740851/aaaabrsu.tel
Line Count: 114
Locator: TEXT ON-LINE, ON MICROFILM
Office: ORIGIN COME
Original Classification: UNCLASSIFIED
Original Handling Restrictions: n/a
Original Previous Classification: n/a
Original Previous Handling Restrictions: n/a
Page Count: 3
Previous Channel Indicators:
Previous Classification: n/a
Previous Handling Restrictions: n/a
Reference: TOKYO 8133
Review Action: RELEASED, APPROVED
Review Authority: boyleja
Review Comment: n/a
Review Content Flags:
Review Date: 06 JUN 2002
Review Event:
Review Exemptions: n/a
Review History: RELEASED <06 JUN 2002 by reddocgw>; APPROVED <23 JAN 2003 by boyleja>
Review Markings:

Declassified/Released
US Department of State
EO Systematic Review
30 JUN 2005

Review Media Identifier:
Review Referrals: n/a
Review Release Date: n/a
Review Release Event: n/a
Review Transfer Date:
Review Withdrawn Fields: n/a
Secure: OPEN
Status: NATIVE
Subject: JAPAN COUNTRY COMMERCIAL PROGRAM
TAGS: BEXP, JA
To: TOKYO
Type: TE
Markings: Declassified/Released US Department of State EO Systematic Review 30 JUN 2005